



Service Plan
2004/2005

বেস্ট ভ্যালিউ পারফরম্যান্স আর সার্ভিস প্ল্যান
بيسٹ ويليو پرفارمنس اينڈ سروس پلان
衡工量值表現和服務計劃
বেস্ট বেলেু পরফরমেন্স অন্ড সার্ভিস প্লান
बेस्ट वेल्यु पर्फॉर्मन्स और सर्विस प्लैन्
बैसट वैल्यु परफारमैन्स अँड सरविस पलान
Qimaha ugu Wanaagsan ee Waxqabadka iyo Qorshaha Adeegga
خطة أداء وخدمات الصفقة الجيدة



INTRODUCTION

Our vision is for a fire and rescue service that:

- **Is proactive in preventing fires and other risks, rather than simply reacting to fires;**
- **Acts in support of wider agendas of social inclusion, neighbourhood renewal and crime reduction;**
- **Has effective institutions that support its role and purpose:**
- **Is well-managed and effective;**
- **Is committed to developing and adapting to changing rescue demands of society, including the growing threat of terrorism.**
- In order to ensure we have a systematic approach to the delivery of our vision Merseyside Fire and Civil Defence Authority took a new approach to Service Planning in 2003-4. In 2004-5 we have streamlined the process by combining several of our 15 original corporate aims to create 9. These revised objectives create a more manageable framework whilst still reflecting our key objectives.
- The approach to the service plan continues to be integrated with the best value and other planning processes. It takes account of the issues contained within the Fire and Rescue Services Bill and National Framework Document and links in with key areas of change such as Integrated Risk Management (IRMP) and the Integrated Personal Development System (IPDS). The 2003-4 plan was developed to ensure integration with the "Expectations" of Her Majesty's Fire Service Inspectorate (HMI) also. This continues in the 2004-5 plan. In areas where HMI Expectations are not available local equivalents have been used.

FIRE & RESCUE SERVICE

The corporate aims for 2004-5 are:

- 1 Creating Safer Communities - Prevention and Protection
- 2 Creating Safer Communities - Emergency Response and Business Continuity
- 3 Creating Safer Communities - Disaster Resilience
- 4 People Development and Performance
- 5 Cost Effective Services, Efficient Financial Management and Strategic Management
- 6 Communications and Effective Employee Relations
- 7 Information and Communications Technology (ICT) Based Service Delivery and Support Systems
- 8 Premises, Equipment and Supplies fit for the Purpose whilst Conserving Natural Resources
- 9 Corporate Governance and Legal Services

- Further details on these aims can be found in the following pages and the HMI Expectations, projects, performance indicators and targets that will help us to achieve those aims can be found at appendix 1.

Monitoring the Plan

- Managers will continue to monitor objectives regularly, reporting significant under achievement or success to Corporate Leadership Team. The formal system of monitoring will continue on a quarterly basis. Achievement will be reported using a traffic light system and will be presented to Corporate Leadership Team and elected members.
- For the first time in 2004/5 the Service Plan will be supported by fire station plans that detail both generic and local objectives for each station, and District objectives. The generic objectives, which relate to key best value and local performance indicators, will be managed and monitored using the PIMS performance management system.



Creating Safer Communities

Our top priority is to make communities on Merseyside safer. There are three main ways in which we will do this:

1. Creating Safer Communities - Prevention and Protection

We already invest considerable time, effort and resources in fire prevention work, developing innovative ways of reaching all members of our communities, working with a variety of partner organisations. Our efforts are showing results and we are seeing a continued reduction in fires in the home, deaths and injuries arising from these and deliberate fires in vehicles and buildings. We will continue to work at the forefront of preventative and protective work nationally.

2. Creating Safer Communities - Emergency Response and Business Continuity

Although our preventative work helps to reduce fires and associated deaths and injuries, some fires and other incidents will occur. When this happens we will continue to deal with the incident in the most efficient and effective way possible. Our Integrated Risk Management Plan (IRMP) is designed to offer the community the most effective response for each incident. We will also work in partnership with business to ensure the safety of the public and employees is improved whilst at the same time minimising the financial burden on business of achieving a safe environment.

3. Creating Safer Communities - Disaster Resilience

Since September 11th the world has faced increased risks from Chemical, Nuclear, Biological and Radiological attacks as well as the more traditional risks posed by natural phenomena such as flooding. We will ensure that we use a system of ongoing risk analysis so we can be proactive towards such hazards.

4. People Development and Performance

Our people are our key resource and their performance is paramount to our success. Our commitment to staff health, safety and welfare, equal opportunities, recruitment, personal development and performance management will enable us to continue to attract and retain the dedicated professionals our Service relies on. We will implement the national Integrated Personal Development System (IPDS) in ways that assist us in maintaining the competence of our work force.

MERSEYSIDE FIRE & CIVIL DEFENCE AUTHORITY



5. Cost Effective Services and Efficient Financial and Strategic Management

We have set ourselves challenging targets for service provision in the IRMP and we will continue to seek efficiency savings to fund the work we want to do whilst aiming to keep our expenditure levels in line with other metropolitan fire authorities. Additionally we aspire to limit the annual council tax increase to 4% or lower for the next two years. Through effective management at a strategic level we will ensure that the many key issues currently effecting the fire service nationally are implemented in the most appropriate ways at the most appropriate time.

6. Communications and Effective Employee Relations

In order to deliver our services effectively we will communicate our messages to both staff and communities and seek their involvement in the development of those services. Part of that internal communication includes the fostering of good working relationships between elected members, managers and staff.

7. Information and Communications Technology (ICT) Based Service Delivery and Support Systems

The delivery of services through electronic means (E-Government) is a key issue for all Government organisations. We will work to introduce effective ICT methods of service delivery which improve the performance of the Service and are in line with national expectations.

8. Premises, Equipment and Supplies Fit for the Purpose Whilst Conserving Natural Resources

Our equipment, supplies and buildings need to be ready for use and reliable 24 hours a day. Through careful procurement and maintenance of equipment and buildings we are able to deliver the services the community needs. We will continue to manage and improve our environmental performance and contribute to local sustainability through measures such as reductions in harmful emissions, energy and water use and waste production.

9. Corporate Governance and Legal Services

The Authority will continue to promote an ethos of integrity and high standards of conduct in all areas of activity of members and officers. We will provide and manage a decision making structure for elected members and promote and protect the Authority's interests and objectives in all areas of the law.

1 Creating Safer Communities Prevention and Protection

We already invest considerable time, effort and resources into fire prevention work, developing innovative ways of reaching all members of our communities, working with a variety of partner organisations. Our efforts are showing results and we are seeing a continued reduction in fires in the home, deaths and injuries arising from these and deliberate fires in vehicles and buildings. We will continue to work at the forefront of preventative and protective work nationally.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
4.1 Fire Safety "Reduction in the number of fires, fire related deaths and injuries, which minimise the personal, economic, environmental and social impacts for the communities served by the brigade"	Best Value Pls 142(i)- Calls to fire	2002/3 2003/4 2003/4 targ. 25800 27000 22000	25,000		Best Value Target 179 per 10,000 pop
	142(ii)- Property and vehicle fires	8414 8000 8000	7700		55 per 10,000 pop
	142(iii)- Accidental dwelling fires	1607 1570 1500	1500		26 per 10,000 dwellings
	Deprivation Factor - (142iii)	Average Met score - 0.674 MFRS score - 0.576	0.548		(Based on Indices of multiple deprivation. Target links to 142iii) 0.71 per 100,000 pop
	143 (i)- Deaths from accidental dwelling fires	12 8 11	<10		
	143(ii)- Injuries from accidental dwelling fires	215 120 200	168		12 per 100,000
	146 - the number of malicious false alarms	2310 2150 2180	1935		1.4 per 1000 pop
	149 - Number of false alarms due to automatic fire alarms	6678 6600 6200	4520		111.3 per 1,000 non domestic properties
	206 - Deliberate Fires (New April 2004) LPI 1 - Arson	5455 5230 N/A	4969		35.26 per 10,000 pop.
	Vehicle Secondary Primary	3536 3310 3182 (10%) 16681 19060 14581(5%) 1318 1524 1252(5%)	5% 3145 10% 17154 5% 1448	2010 3174 14351 1402	
LPI 3 Home Fire Risk assessments in domestic dwellings	20,000 26,400 60,000	48,000			
LPI 5 - Economic Cost of Fire	£39.5m £38.56m £36.9m	£36.5m			
LPI 6- Accidental dwelling fires where a smoke alarm actuated	43% 45.5% 58%	60%			

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)	
	LPI 7 60s+ Initiative: Deliver HFRA	1.1 Reduction in Arson - Merseyside Abandoned Vehicle Initiative Scheme (MAVIS) operated in partnership with each Metropolitan District and Merseyside Police.	See LPI 1 above		Fire Safety Manager	
		1.2 Arson Risk Assessment for Schools.	10% of schools in each District.		Fire Safety Manager	
		1.3 60's+ Initiative. To work with youth groups and schools to increase HFRA to those most at risk.	May 2004		Fire Safety Manager	
		<ul style="list-style-type: none"> Create school database Seek external funding CMT report for permanent 60s+ team Staff training 	Dec 2004 April 2004 April/ Sept 2004 January 2005		Fire Safety Manager	
		1.4 Develop a system to allow the Service to monitor performance against the attendance standards proposed in the IRMP.	July 2004		Corporate Research Manager	
		1.5 We will work with our colleagues in the Police and Ambulance Services to introduce a protocol to share the data we all maintain in respect of emergency incidents" IRMP 11	Jan 2005		Corporate Research Manager	
				6,000 (500 per month)		
4.2 "Public awareness of and safety from fire is improved through community fire safety activities"	LPI 8 Retention on Princes Trust Volunteer courses. Positive outcomes: Access to f/t education Access to f/t employment		89% 75%	95% 85%	Fire Safety Manager	

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
4.2 "Public awareness of and safety from fire is improved through community fire safety activities"	LPI 9a Increase year on year the installation of domestic sprinklers, in particular in homes identified as "very high risk"		50 dwellings	300 dwellings	Fire Safety Manager
	LPI9b Commitment to sprinklers in the design of new schools.		2 schools		
		<p>1.6 We will gain access to the most hard to reach and vulnerable in the community by employing Community Safety Advocates from within local communities:</p> <ul style="list-style-type: none"> - Phased integration of 20 advocates. June/Sept/Dec/March April 2004 - Implement a selection process June 2004 - Determine the most vulnerable groups. Develop a training package for each advocate June/Sept/Dec/March - Determine a work base for each advocate 			Fire Safety Manager
		<p>1.7 Work with young people in team and individual activities in partnership with other agencies to help create responsible fire safe citizens:</p> <ul style="list-style-type: none"> - Deliver 9 PTV programs; 3 each @ Kirkdale, Knowsley and Speke April/ Aug/ January - Work to expand PTV to Wallasey Aug 2004 - Seek external funding. April/ July/ Oct/ Jan - Expand Beacon and Free Programs to other districts. May/ Nov 2004 - Deliver 12 Beacon Courses July/ Oct/ March - Deliver 2 Face-Up Courses Aug/ Nov 2004 - Staff training April/ Aug/ January - Employ Basic Skills Tutor April 2004 - Employ Programme Support Manager May 2004 - External Evaluation January 2004 			Fire Safety Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
4.2 "Public awareness of and safety from fire is improved through community fire safety activities"	4.2 "Public awareness of and safety from fire is improved through community fire safety activities"	<p>1.8 We will promote residential sprinklers as the ultimate fire safety measure and work with all relevant bodies to promote low cost self-contained "first attack" systems, including partial property protection:</p> <ul style="list-style-type: none"> - Monitor "High Risk" HFRA premises and, if necessary, prepare case study report to have residential sprinklers installed at Fire Service cost. March 2005 - Monitor trends of premises to support the case for domestic sprinkler installations. June/ Sep/ Dec/ March - Actively target regeneration schemes. March 2005 - Provide statistical information of domestic sprinkler installations. March 2005 - Maintain liaison with Fire Engineering Team for development and introduction of low pressure water mist system suitable for temporary installation: March 2005 - Develop and distribute promotional material. April/ Oct 2004 - Promote and deliver demonstrations of domestic sprinklers. June/ Sep/ Dec/ March - Prepare a quarterly report of installations. June/ Sep/ Dec/ March - Prepare an end of year evaluation and report. March 2005 			Fire Safety Manager
		<p>1.9 IRMP action 17 In conjunction with the universities of Liverpool establish a contestable research fund of £25,000 with the aim of encouraging Academic research into fire related matters in Merseyside.</p> <p>1.10 IRMP Action 32 - We will develop protocols with District Councils and Housing Trusts with a view to reducing the number of non-life threatening incidents we attend: - Agree and inform partner agencies. Dec 2004</p>			IPDS Manager OPS Planning Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
4.3 "Employers, owners and /or occupiers of premises requiring inspection receive timely and consistent fire safety advice which accords with national policies and guidance"	BVPI 147 - The average time taken to complete inspections for fire safety certificates	2003/4 28.2 days 2003/4 Target 26 days 1.11 Adapt existing inspection procedure to meet the requirements of the Regulatory Reform Order (RRO) 2004: - Produce and deliver training programme in conjunction with other NW Brigades, • Cultural • Legal & Technical - Distribute guidance documents to F.S. Districts. Confirm RRO details to F.S. Districts - Amend existing system to accord with RRO. Evaluation and report to Fire Authority.	2004/5 24 days Aug 2004 Sep 2004 Dec 2004 March 2005		Fire Safety Manager
4.4 "The investigation of the cause, development and spread of all fires, together with the effect of fire fighting activities, informs all the brigade's risk assessment processes and operational activities"		1.11a IRMP Action 49 - We will complete incident investigations in accordance with Authority policies. These reports will be verified as technically accurate by peer review and results be made available to relevant organisations. • Ratify Police/Fire Protocol • Complete staff training	1st Quarter 1st Quarter		Fire Safety Manager
4.5 The number of fires caused by arson and the number of unwanted fire calls are reduced and continue to fall each year.		1.12 Reduce the impact of deliberate fires on the community by improved prevention, detection and prosecution of arson. Continue to develop and apply joint initiative with Police to reduce arson in vehicles towards the ODPM target of 10% reduction by 2010 from the 2001/2 baseline. (Quarterly summary) - Implement arson risk assessment for property. - Develop intelligence and information gathering systems that will, identify primary and secondary locations at risk from arson:	See also LPI 1 March 2005 June 2004 March 2005		Fire Safety Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		1.13 Improve and develop IT compatibility with Merseyside Police and other major partners. - Bring together a working party of relevant MFRS personnel. - Evaluate and analyse existing information systems. - Recommend suitable options to complement information systems planned for MFRS. - Build on Police protocol, and develop data sharing protocol with the insurance industry. 1.14 Produce good practice guidance for the securing of vacant and empty property: • Produce draft guidance notes. • Print guidance documents. • Promote and distribute to relevant authorities and property owners.	April 2004 July 2004 Sep 2004 Feb 2005 Sep 2004 May 2004 July 2004 Feb 2005		Fire Safety Manager Fire Safety Manager



2 Creating Safer Communities Emergency Response and Business Continuity

Although our preventative work helps to reduce fires and associated deaths and injuries, some fires and other incidents will occur. When this happens we will continue to deal with the incident in the most efficient and effective way possible. Our Integrated Risk Management Plan (IRMP) is designed to offer the community the most effective response for each incident. We will also work in partnership with business to ensure the safety of the public and employees is improved whilst at the same time minimising the financial burden on business of achieving a safe environment .

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
5. 1 The Provision of Fire Cover: "The attendance times for pumping appliances are met within each risk category with the correct weight of attack and with the recommended confidence levels"	BVPI 145 – the % of calls to fires at which national standards for: response times - appliances - riders - were met. Superceded by IRMP standards	2003/4 95.44			
		2.1 IRMP Action 39 - Pending production of the new risk map of Merseyside, we will send two fire engines to all property fires in areas classified as 'C' risk with the first engine arriving at the incident within 8 minutes and the second in 10 minutes. We aim to achieve this attendance time at least 85% of occasions. Monitor to ensure targets are met.	May 2004		Ops Planning Manager
		2.1a IRMP Action 40- Pending production of the new risk map of Merseyside, we will send two fire engines to all property fires in areas classified as 'D' risk with the first engine arriving at the incident within 10 minutes and the second in 12 minutes. We aim to achieve this attendance time at least 85% of occasions. Monitor to ensure targets are met.	May 2004		Ops Planning Manager
		2.2 IRMP Action41 – Pending production of the new risk map of Merseyside in those areas classified as 'A' and 'B' risk, the attendance time for the first fire engine will be 5 minutes and the second 8 minutes. We aim to achieve this attendance time at least 85% of occasions. Our policy will be to mobilise 2 pumps to current 'A' and 'B' risk. Procedure SOP/Inform MACC.	June 2004		Ops Planning Manager
		IRMP Action 42 – Where it is confirmed that people are still in the property, we will mobilize three fire engines to the incident. Procedure SOP/ Inform MACC.	April 2004		Ops Planning Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		<p>2.5 IRMP Action 45 To change the staffing on the 3rd pump at Southport. To staff on a wholetime retained basis from firefighters currently residing in a set catchment area. To staff on a retained basis utilizing additional resources from the community.</p> <ul style="list-style-type: none"> Staffing requirements and remuneration, consultation, Contracts, procurement. Turnout systems and protocols. Selection. Appointment 	April 2004		Ops Planning Manager
		<p>2.6 IRMP Action 57 Establish a Crew Level Maintenance team,</p> <ul style="list-style-type: none"> Investigate and establish number of detached duties. Establish number and role/rank of team members. Establish payments to team members Establish appropriate location of team members. Establish team members. 	April 2004 April 2004 March 2005 May 2004 June 2004 July 2004		HR Support
5.2 "Special appliances meet efficiently, all normal operational requirements, in accordance with section 1(1)(a) of the Fire Services Act 1947 and the guidance issued in Dear Chief Officer letter 1/94 in respect of aerial appliances"		2.7 IRMP Action 46 – Where an aerial appliance is required at an incident we aim, as an interim measure until the new risk map is finalized, for it to arrive within 10 minutes to high risk areas, within 15 minutes to commercial risk and 20 minutes to other incidents. We aim to achieve this attendance time on at least 85% of occasions. Procedure SOP/Inform MACC.	April 2004		Ops Planning Manager
Mobilising and Communications 11.1 "The brigade's arrangements for handling emergency calls, mobilising resources and operational communications are efficient and effective"		2.8 IRMP Action 22 - We will introduce a protocol to respond to abandoned calls from public phone boxes, <u>only where</u> there is a good reason to believe they may be genuine. Further develop and formalize internal call handling protocols.	Sept 2004		Ops Planning Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
11.2 "Effective and efficient use of emergency call handling, mobilising and communications systems"		2.9 To source and complete the upgrade of MACC mobilizing system technology. As part of the procurement process ensure a system that is cost effective and fit for purpose. See also Corporate Aim 7	Feb 2005		Ops Planning Manager
Operations 6.1 "The brigade is fully prepared to deal with all operational incidents to which it may reasonably be expected to respond"		2.10 To research and implement Incident Command Teams to attend incidents as appropriate and specified by research outcomes. Also Corporate aims 1 and 4	March 2005		Ops Planning Manager
		2.11 IRMP Action 19 - We will work more closely with call centres to encourage them to put in place some filtering and additional monitoring of AFA calls received in their centres. To consult and agree protocol.	Jan 2005		Ops Planning Manager
		2.12 IRMP Action 20 – We propose to respond to alarms with automatic equipment in line with the risks they present. We propose to: <ul style="list-style-type: none"> Make no change to the current arrangements for responding to calls for assistance in domestic properties where a smoke alarm is sounding; to mobilise two appliances under emergency conditions in response to all alarms from automatic equipment unless a risk assessment has indicated an enhanced initial attendance is required. 	June 2004 Aug 2004		Ops Planning Manager
		2.13 IRMP Action 33 - We will establish a dedicated rescue team to ensure we meet the expanded role of the Service in respect of rescue from non-fire emergencies. <ul style="list-style-type: none"> Provide equipment, vehicle and accommodation. Select and train Team members. 	Aug 2004 Aug 2004		Ops Planning Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Operations 6.2 "Accurate timely and relevant operational information contributes to the effective management of incidents and the safety of personnel"		2.14 IRMP Action 48 - We will form an Incident Command and Continuity Team who will receive specific training in Incident Command management. This Team will attend incidents to ensure officers managing emergency incidents have a clear framework in which to work. <ul style="list-style-type: none"> Report on requirements. Select staff. Provide equipment and specialist vehicle. Deliver appropriate training. Implement Team 	June 2004 July 2004 July 2004 Aug 2004 Sept 2004		Ops Planning Manager
		2.15 IRMP Action 21 - We will further develop our policy to challenge callers to our mobilising centre when there is reason to believe that the call may not be genuine. Develop and formalise internal call handling protocols.	Nov 2004		Ops Planning Manager
		2.16 IRMP Action 24 - We will combine our specialised capability at two operational resource centres. <ul style="list-style-type: none"> Re-deploy appliances and personnel as required. Evaluate and action accommodation requirements. Provide training for personnel. 	May 2004 April 2004 April 2004		Ops Planning Manager
Operations 6.3 "Operational activity is effective and meets local and national performance targets"	BVPI 144 – Accidental fires confined to room of origin A Risk) B Risk) Revised by ODPM C Risk) April 2004 D Risk)	2003/4 94.48% 90.61% 91.41% 100%	2004/5 Single Target 92%		
Local expectation RM1 "Identify significant risks to the achievement of strategic and operational objectives, evaluating their potential consequences and determining and implementing the most effective way of controlling and monitoring them"		See Corporate Aim 5, Objective 5.20			



3 Creating Safer Communities Disaster Resilience

Since September 11th the world has faced increased risks from Chemical, Nuclear, Biological and Radiological attacks as well as the more traditional risks posed by natural phenomena such as flooding. We will ensure that we use a system of ongoing risk analysis so we can be proactive towards such hazards.

Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
<p>ND 1 "To ensure New Dimension Outcomes are supported by the provision of appropriate equipment and procedures underpinned by effective training and exercising"</p> <p>ND2 "To ensure effective and timely coordinated planning in relation to the threat from, Chemical, Biological, Radiological and Nuclear terrorism"</p> <p>ND3 "Work together with partner agencies to ensure a continuing collaborative resilience"</p>		<p>3.1 IRMP -To implement one or more urban search and rescue teams into MF&RS in accordance with ODPM policy. Also Corporate Aims 1 and 4</p>	October 2004		Ops Planning Manager
		<p>3.2 IRMP - To research and introduce Stage II (in water) rescue procedures for all operational crews.</p>	December 2004		Ops Planning Manager
<p>Local Expectations - EPU Operational Service Plan</p> <p>1. To standardise local authority procedures as far as is reasonably practicable.</p> <p>2. To ensure that there is a common approach to the planning for and response to a major incident.</p> <p>3. To recommend procedures based on best practice.</p> <p>4. To ensure coordinated planning with other emergency services.</p> <p>5. To ensure planning is underpinned by training and exercises.</p> <p>6. To ensure emergency planning arrangements are easy to understand and flexible.</p>		<p>3.3 To conduct two major crisis management team exercises in Knowsley and Wirral. To test the efficiency and effectiveness of the crisis management teams to validate the current emergency plan:</p> <p>- Determine nature of exercise for Knowsley - Coordinate arrangements with relevant Local Authority and other agencies - Facilitate exercise</p> <p>- Determine nature of exercise for Wirral - Coordinate arrangements with relevant Local Authority and other agencies - Facilitate exercise</p>	<p>April 2004</p> <p>May 2004</p> <p>Oct 2004</p> <p>April 2004</p> <p>May 2004</p> <p>Feb 2005</p>		Ops Planning Manager

Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
<p>7. To ensure that all officers who have a role in emergency response are involved in development of emergency management arrangements</p>		<p>3.4 To research and produce a contingency plan to ensure effective evacuation of major populations of Merseyside to locations elsewhere in the UK and to receive populations from other parts of the UK following a major disaster.</p> <p>3.5 To fully implement the Home Office emergency communications system to all 5 district councils:</p> <p>- Review existing facilities - Ensure provision of appropriate equipment and its location within each district. - Train appropriate personnel from the Local Authority. - Test and validate system</p>	<p>4th Quarter</p> <p>May 2004 Aug 2004</p> <p>Oct 2004 Feb 2005</p>		<p>Ops Planning Manager</p> <p>Ops Planning Manager</p>



4 Creating Safer Communities

People Development and Performance

Our people are our key resource and their performance is paramount to our success. Our commitment to staff health, safety and welfare, equal opportunities, recruitment, personal development and performance management will enable us to continue to attract and retain the dedicated professionals our service relies on. We will implement the national Integrated Personal Development System (IPDS) in ways that assist us in maintaining the competence of our work force.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Strategic Management 2.4 "To ensure effective response to the public's aspirations and expectations of its fire brigade by adoption of the "Charter Mark" principles of public service delivery"		4.1 Develop and implement social inclusion measures in employment and in service delivery: <ul style="list-style-type: none"> Work with Service Delivery functions to apply recommendations from Evaluation Report on Bilingual Pilot Project to developing practice Work with Service Delivery and Corporate Comms to develop suitable information channels in community languages Work with Corporate Research, IRMP team and Service Delivery to develop successful consultation mechanisms for hard-to-reach communities Liaise with range of community organisations to disseminate Bilingual practice Consult with staff Identify training needs 	March 2005 March 2005 March 2005 Sept 2004 June 2004 July 2004		HR – Equal Opportunities
Personnel Management 7.1 "A healthy, content and efficient workforce that contributes effectively to corporate aims and objectives"		4.2 To undertake health initiatives for the promotion of wellness of Fire Service employees. Including the development of a cardiac heart disease initiative in conjunction with the Heart of Mersey organisation:	March 2005		HR – Occupational Health
		4.3 Sickness absence to be reduced to meet Corporate targets and produce Watch based statistics.	March 2005		HR Support
Personnel Management 7.2 "The fire authority employs people with appropriate skills and/or potential to meet its identified needs"		4.4 IRMP Action 60 - Pilot the role of Station Locality Manager to improve performance on stations and to forge partnerships with District Councils and other local agencies.			HR Support

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)						
		<ul style="list-style-type: none"> Produce comparison with Health Care Practice Managers. Establish core function of role taking into account Station Commander role maps. Identify workload for trial stations. Divisional Officer (Partnerships) to establish appropriate role with District Councils. Recruitment and contracts of employment. Create induction and training course. 	April 2004 June 2004 Aug 2004 Sept 2004								
Personnel Management 7.3 All employees are available to maximise their contribution to achieving the fire authority's aims and objectives"	BVPI 12a – Number of working days lost to sickness – uniformed staff BVPI12b – Number of working days lost to sickness – all staff LPI 4 Staff injuries	<p>Target</p> <table border="1"> <tr> <td>2002/3</td> <td>2003/4</td> <td>2003/4</td> </tr> <tr> <td>10.59</td> <td>8</td> <td>9.77</td> </tr> </table> <p>10.97 8 10.24</p> <p>172 163 155</p>	2002/3	2003/4	2003/4	10.59	8	9.77	8 8 160		HR Support
2002/3	2003/4	2003/4									
10.59	8	9.77									
		4.5 Centralise all attendance management issues to Human Resources Support.	June 2004		HR Support						
		4.6 Centralise all public holiday applications and generate centralised database for the recording of all public holiday leave	June 2004		HR Support						
		<ul style="list-style-type: none"> Audit to ascertain number of outstanding public holidays Research appropriate software for database Input data into software when installed 	July 2004 Sep 2004								
		4.7 Produce an overtime working policy:			HR Support						
		<ul style="list-style-type: none"> Set criteria for overtime working. Set up auditing system. Set up management systems. 	June 2004 Sept 2004								
		4.8 Develop voluntary pre-arranged overtime working system:			HR Support						
		<ul style="list-style-type: none"> Research appropriate software for database Input data into software system 	May 2004 July 2004								

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Personnel Management 7.4 "Employees leave the service with dignity and in an ordered manner"	BVPI15a – The percentage of staff eligible for the firefighters pension scheme taking ill health retirement. BVPI15b – The percentage of those staff eligible for the local government pension scheme taking ill health retirement.	2002/03 2003/4 2003/4 targ	2004/5 0.98% 0.6%		HR - Personnel
		1.26 0.9 0.9			
		0.4 0.6 0.3			
Equality and Fairness 8.1 "All members of staff will be treated fairly and enabled to maintain their personal dignity whilst at work"		4.9 Implement monitoring of households taking up HFRAs for race, gender and disability. 4.10 Continue programme of monitoring H.R. functions and commence Impact Assessments on information collated. 4.11 Highlight areas of good practice above Level 2 of Local Government Standard and identify improvements to achieve Level 3. 4.12 Design and implement local capability procedure: 4.13 To deliver a comprehensive programme of equalities education to cover race, gender, disability, cultural & religious issues and sexuality. 4.14 Design and implement flexible contracts of Employment in conjunction with modernisation Agenda/ I.R.M.P.	March 2005 March 2005 April/ Oct/ March August 04 March 2005 June 2004		HR - Equal Opportunities HR Equal Opportunities HR Equal Opportunities HR - Personnel
		<ul style="list-style-type: none"> Identify work/shift patterns Identify additions/deletions to present Contracts of employment. Consult on content. Issue to appropriate staff. Log all acceptances and monitor for gender, race and disability. Timelines will be produced after completion of modernisation negotiations in November. 			

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		4.15 Transfer 25% of the personal record files onto C.D. ROM.	March 2005		HR - Personnel
		4.16 Develop phase 1 of electronic library process.	Oct 2004		HR - Personne
Equality and Fairness 8.2 "All applications for recruitment, appointment and promotion are dealt with fairly and in a way that does not discriminate against any person"	BVPI 2 – Level of Commission for Racial equality standard	2003/4 = Level 1	Level 2		HR - Equal Opportunities
	BVPI 17 - % (no.) uniformed staff from minority communities	2003/4 = 1.2% (target 1.6%)	2.1%		HR - Equal Opportunities
	BVPI 11a - % of Top 5% of earners who are women	2003/4 = 2 posts (target 3 posts)	3 posts		HR - Personnel
	BVPI 11b - % of Top 5% of earners who are from minority communities.	2003/4 = 0 (target 1 post)	1 post		HR - Personnel
		4.17 To review recruitment policy in conjunction with requirements of I.R.M.P. and modernisation agenda: <ul style="list-style-type: none"> Rank to role changes. Sexuality changes. Changes to promotion regulations. Assess/Review localised requirements Produce documents and issue to employees 	March 2005		HR - Personnel
Equality and Fairness 8.3 "All members of staff have access to support, mentoring and special needs facilities which lead to family and culture friendly work practice, the avoidance of bullying and the maintenance of personal dignity"		4.18 Produce work life balance database: <ul style="list-style-type: none"> Record all applications received, including monitoring information for gender, race and disability. All decisions. Any appeals/outcomes. Formulate Protocols. Report monitoring. Analyse the impact. 	March 2005		HR - Personnel
		4.19 Implement M.F. & R.S. Workplace Contact Support Team: <ul style="list-style-type: none"> Develop awareness of this service throughout workforce. Convene quarterly meetings of trained volunteers and monitor take-up. 	March 2005 March 2005 April 2004 March 2005 Oct / March		HR - Personnel/ Equal Opportunities
			March 2005		
				July/ Nov/ March	
9. Health and Safety "Health and safety performance is continually improved by the implementation of effective policies and practices"		4.20 Review H&S policy document	March 2005		Service Support - Health and Safety
		4.21 Review risk assessments	May 2004		Service Support - Health and Safety

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		4.22 Update COSHH listings. Liaise with P&S.	July 2004		Service Support - Health and Safety
		4.23 Unallocated 4.24 Unallocated 4.25 Unallocated 4.26 Unallocated			
		4.27 Collation of information on accident investigations and issues involving violence to fire crews.	August 2004		Service Support - Health and Safety
		4.28 Training of non-uniformed staff in Health and Safety issues and specialist assessments.	Start in 1 st Quarter		Service Support - Health and Safety
Training and Development 10.1 "The brigade's policies and plans result in efficient and effective training and development of personnel that contributes to the efficient delivery of services whilst eliminating or reducing risk to individuals and/or the fire authority"		4.29 IRMP Action 36 - Train or facilitate the training of nominated personnel as dedicated rescue teams to deal with non-fire emergencies, i.e. <ul style="list-style-type: none"> Water (tidal and non-tidal) Urban rescue Cutting Rope Rescue Trench Collapse CCBRN Confined space Life Support & CAS Handling 	Jan 2005		HR - Safety Training Centre
		4.30 Introduce workplace assessors into non Uniformed functions, initially Personnel Department: <ul style="list-style-type: none"> Development of role maps/job specs Training & Awareness Introduction and development of personal development records Workplace Assessments 	June 2004 Sept 2004 March 2005		Human Resources
10.2 "Training is delivered efficiently and effectively to meet the identified needs of individuals and the brigade"		4.31 IRMP Action 31 - Staff are to be trained in the use of defibrillators: <ul style="list-style-type: none"> Liaison with Mersey Regional Ambulance Service. Establish training needs analysis. Lesson plan(s) aims and objectives. Liaison with Service Support i.e. <ul style="list-style-type: none"> Purchase of equipment Planning and Policy 	Oct 2004		HR - Safety Training Centre

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		Selection procedure of individuals. Number of courses. Training refresher courses required. Budget requirements.	Oct 2004		HR - Safety Training Centre
		4.32 Establish a dedicated rescue team to deal with non-fire Emergencies. Training of the incident command team: <ul style="list-style-type: none"> Number of Courses. Training refresher courses required? Budget requirements. Establish Training Needs Analysis. Lesson plan(s) aims and objectives. 	January 2005		HR- Safety Training Centre
		4.33 To meet the training and development needs emanating from the consultation on the I.R.M.P. action plan: Item 28. M.A.C.C. Training call handling. Item 40. Co-responder training. Item 42. Non fire emergency rescue team Item 44. On or near water training Item 45. Water Rescue, Heavy rescue, confined space, rope rescue, Urban Search & Rescue. Item 57. Tactical Response Vehicles Item 58. Incident Command Team Item 59. Fire Investigation Item 61. C.C.B.R.N. Resilience Item 64. Implementation of rank to role in accordance with I.P.D.S. & EMP 25/03 Item 72. Implementation of Station Locality Manager	Jan 2005 Oct 2004 Jan 2005 Dec 2004 Jan 2005 Jan 2005 Aug 2004 June 2004 Feb 2005 National guidelines awaited August 2004		HR - Training and Professional Development
10.3 "All personnel are competent to fulfil their functional roles, duties and responsibilities"		4.34 To ensure that the Safety Training Centre, through effective recruitment, training and development maximizes staff competence: <ul style="list-style-type: none"> Review: Purpose & Scope Implement Pilot System Review System Implement Full Quality Assurance System 	April 2004 July 2004 Oct 2004 Jan 2005		HR – Safety Training Centre

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		4.35 Unallocated 4.36 Introduce training delivery strategy as a Response to the outcomes of IPDS & IRMP. 4.37 Deliver training commensurate with the introduction of specialist rescue capability. 4.38 Following the outcomes of the District Audit report, carry out a full Best value review of the STC based on Prince 2 methodology with consideration of the regional approach to training. See also 5.17 4.39 Complete and evaluate the N.V.Q. pilot with qualified firefighters: <ul style="list-style-type: none"> Complete assessments against N.V.Q. units Portfolios submitted for verification. Evaluate the pilot and report 	Jan 2005 Feb 2005 March 2005 Jan 05 Mar 05 Mar 05		HR - Safety Training Centre HR - Safety Training Centre HR - Safety Training Centre HR – Training and Professional Development
10.3 "All personnel are competent to fulfil their functional roles, duties and responsibilities"		4.40 Deliver a training plan to meet the identified training needs of the organisation. 4.41 Formulate a training plan to meet the identified training needs of the organisation: <ul style="list-style-type: none"> Conduct training needs analysis Present outcome of TNA to STC 4.42 Vocational Assessor Strategy Development: <ul style="list-style-type: none"> Assess the provision of V.A.'s in functions Create a development programme Implement the programme 4.43 As an action required for maintenance of approved center status we will produce an Internal Verifier Strategy <ul style="list-style-type: none"> Identify IV requirements. Implement IV development Programme 	Oct 04 June 2004 Nov 2004 Nov 2004 June 2004 Aug 2004 March 2005 Sep 2004 March 2005		HR – Training and Professional Development HR – Training and Professional Development HR – Training and Professional Development HR – Training and Professional Development

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		<p>4.44 Extend the appraisal scheme from the top down. Appraisal to be introduced for all middle managers. This will include S.D.O., D.O. A.D.O. and non uniformed equivalent grades</p> <ul style="list-style-type: none"> Review and evaluate CMT 360 appraisal Training Appraisal interviews Training and development needs to be fed into T.N.A. process. 	<p>Aug 2004</p> <p>July 2004 Sept 2004 Oct 2004</p>		HR – Training and Professional Development
		<p>4.45 Review & evaluation of C.M.T. 360° appraisal.</p>	<p>June 2004</p>		HR – Training and Professional Development
<p>10.3 “All personnel are competent to fulfill their functional roles, duties and responsibilities”</p>		<p>4.46 Implement those actions defined in the Corporate Equalities Action Plan.</p> <ul style="list-style-type: none"> Carry out qualitative assessment of the interview and assessor process Introduce training/development courses to ensure equality aspect is taken into consideration. Develop positive action courses for current staff from under-represented groups 	<p>May 2004</p> <p>May 2004</p> <p>May 2004</p>		HR - Equal Opportunities



5 Cost Effective Services and Efficient Financial and Strategic Management

We have set ourselves challenging targets for service provision in the IRMP and we will continue to seek efficiency savings to fund the work we want to do whilst aiming to keep our expenditure levels in line with other metropolitan fire authorities. Additionally we aspire to limit the annual council tax increase to 4% or lower for the next two years. Through effective management at a strategic level we will ensure that the many key issues currently effecting the fire service nationally are implemented in the most appropriate ways at the most appropriate time.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Finance - 3. "The brigade's financial policies, planning, procedures and management result in the sound utilisation of resources and secure continuous improvement in the exercise of its functions"		5.1 Setting a balanced budget. Revenue and capital assumptions are based on projections about pay inflation and the challenges facing the authority and all cost savings are identified, assessed for achievability and planned in advance. Known developments are anticipated. There is a formal risk assessment of variability of income and expenditure.	Feb 2005		Director of Finance
Finance - 3		5.2 Provide improved financial monitoring and reporting to cost centre managers, budget holders, CMT and elected members.	July 2004 – Feb 2005 Budget monitoring information provided to managers. Quarterly reports to members via CMT.		Director of Finance
Finance - 3		5.3 Final accounts prepared and approved by members and audited without qualification	31 st July 03 31 st Sept. 03		Director of Finance
Finance - 3		5.4 Maintain adequate audit functions (internal and external).	Quarterly exception reports to CMT – Jun/ Sep/ Dec/Mar Quarterly reports submitted to members Aug/Nov/ Jan		Director of Finance
Finance - 3		5.5 Provide efficient and effective exchequer services a) Payroll - Set procedures in place to meet local P.I's - Establish potential for in-house automation of current practices.	April 2004 Dec 2004		Director of Finance

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Finance - 3		5.6 Provide efficient and effective exchequer services b)Creditors.	Monthly monitoring of performance against local P.I's		Director of Finance
Finance - 3		5.7 Provide efficient and effective exchequer services c)Debtors.	Monitor performance monthly against local P.I's.		Director of Finance
Finance - 3		5.8 Provide an efficient and effective Treasury Management system.	April 2004- Prepare Treasury management strategy for authorization by members. Jan 2005- Monitor performance against strategy.		Director of Finance
Finance - 3		5.9 Effectively monitor financial systems.	Monthly- Monitor availability of the financial system.		Director of Finance
Finance - 3		5.10 Set balanced budget. 5.11 Final accounts completed and approved by Authority. 5.12 Final accounts audited without qualification. 5.13 Monitor the investment rate achieved versus LIBOR (London Bank Overnight Rate).	Feb 2005 31 st July 2004 30 th Sept. 2004 Quarterly		Director of Finance
Finance - 3	Audit LPI 11 Acceptance of internal audit recommendations LPI 12 Respond to draft reports within 21 days LPI 13 Formal response to recommendations within 21 days		95% 100% 100%		Director of Finance

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Finance - 3	Exchequer payroll LPI 14 Commutation payments by BACS	(Finance Dept . transactions)	90% by year end	95%	Director of Finance
	LPI 15 Payroll paid by due date		100%	100%	
	LPI 16 Complete statutory returns by specified date		100%	100%	
	LPI 17 Complete statutory payments via CHAPS (Clearing house automated processing system)		100% by 19 th each month	100%	
	LPI 18 Issue P60's		100% by 31 st May	100%	
	LPI 19 Pay Court Orders by BACS (Bank Automated Clearing System) Pay local Government Pension Scheme		Within 7 days of pay period	100%	
	BVPI 157 E-commerce		100%	100%	
Finance - 3	Exchequer - creditors LPI 20 Increase creditors payments by BACS (currently 75%)	(Finance Dept . transactions only)	95%	100%	Director of Finance
	BVPI 8 Pay all undisputed invoices within 30 days (or other mutually agreed terms).		100%	100%	Director of Finance
	BVPI 157 E-commerce – services delivered electronically.		75%	100%	Director of Finance
	LPI 21 To turn around an FS15 requisition to an order and dispatch it to a supplier within 24 hours.		100%	100%	Director of Finance
Finance - 3	LPI 22 To process all petty cash reimbursement claims within two working days of them being received into Finance.		90%	100%	Director of Finance
	LPI 23 To pay all expenses into claimants bank accounts by processing them within 24 hours of an approved claim being raised into Finance.		100%	100%	Director of Finance

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)	
Finance - 3	Exchequer debtors BVPI 157 e-commerce – services delivered electronically.	Awaiting new Finance systems		100%	Director of Finance	
	LPI 24 To process all Service Invoice Request Forms (SIRFs) into sales invoices and dispatch to customers within two working days of them being received into Finance.		90%	100%	Director of Finance	
	LPI 25 To determine the cost effectiveness of the financial return of income invoiced and recovered against the staff costs of those involved in the debt recovery process		Income invoiced exceeds cost of recovery			Director of Finance
	LPI 28 An analysis of the time between services being provided and SIRF's being received into Finance. Prompt payment is more likely to be made when customers are invoiced quickly after services are provided. Analysis considers items that are invoiced greater than and less than 21 days by service type.		15 working days	3 Working days		Director of Finance
	LPI 29 An analysis of the prompt issue of reminders to determine the effectiveness of the recovery procedures. Reminders to be issued within 3 days of being due.		90%	100%		Director of Finance
			LPI 30 Monitor availability of the financial systems		100%	100%
Finance - 3	LPI 31 Provide on-line financial reporting	Pilot using ICT	10%	100% availability	Director of Finance	
	BVPI 157 – e-commerce	(Finance Transactions only)		100%		
	Authority financial health BVPI 150 Net expenditure on the Fire Service per head of population	2002/3 (Actual) = £44.20 2003/4 (probable) = £49.34	£52.00		Director of Finance	
		5.15 Review Pensions forecasting	July 2004		Director of Finance	

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)					
Procurement 14.1 All supplies and services meet the Service's requirements and are procured in accordance with the principles of Best Value		See Corporate Objective 8. Premises, equipment and supplies fit for the purpose	2nd year integrated planning process completed by March 2005		DCFO (Corporate Research)					
Strategic Management 2.1 "The brigade's management structure and practices are effective in meeting the fire authority's statutory duties and secure continuous improvement in the performance of it's functions"		5.16 To ensure that linked planning processes (e.g best value, service planning and the budget) are dealt with in a cohesive way and where possible plans are combined. To ensure that plans are performance managed and the results reported to the Authority. <i>Also incorporating Best Value 1 and Strategic Management 2.2</i>	Unqualified opinion from Auditors on BV Performance Plan		Best Value Officer					
						5.17 Review of STC Scope-Committee/Authority Best Value task group training: Research and complete report Committee and BVTG approval Authority approval	Sep 2004	Oct 2004	Nov 2004	Safety Training Centre/Best Value Officer
						5.18 Prepare a detailed action plan for the implementation of the Service's "Implementing Electronic Government Strategy" using the outline plan contained within the strategy and allocating responsibility to individual managers/groups	March 2005	June 2004	July 2004	Director of Finance/Corporate Research Manager
						<ul style="list-style-type: none"> • Consider priority areas of Electronic Government • Determine time scales for completion of tasks • Assign responsibility to relevant individuals / groups. 				
Strategic Management 2.3 "Short and medium term plans contribute to and enhance management of the brigade"		5.19 CPA and District Audit action plans are managed effectively.	Quarterly		Corporate Research Manager					
RM 1 Risk Management "Identify significant risks to the achievement of strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of controlling and monitoring them"		5.20 To develop and implement a risk management strategy, ensuring integration with the service planning process.	March 2005		Deputy Chief Fire Officer					



6 Communications and Effective Employee Relations

In order to deliver our services effectively we will communicate our messages to both staff and communities and seek their involvement in the development of those services. Part of that internal communication includes the fostering of good working relationships between elected members, managers and staff.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
*Strategic Management 2.4 "To ensure effective response to the public's aspirations and expectations of its fire brigade by adoption of the "Charter Mark" principles of public service delivery"		6.1 Develop a consultation strategy incorporating All departments and utilising internal and external market research facilities. This will encompass internal and external consultation - Strategy completed - MFCDA approval - Strategy rolled out to departments	June 2004 July 2004 Aug 2004		Corporate Communications Director
		6.2 Launch new quarterly Magazine to communicate more effectively internally and externally - Magazine to be launched	Oct 2004		Corporate Communications Director
		6.3 Establish internal communications group to act as a sounding board for Service policies - Intranet based pilot to commence. - Rolled out.	April 2004 Jan 2005		Corporate Communications Director
		6.4 Distribute "Hotline" weekly electronically at Bridle Road - Piloted on the Intranet - Evaluation - Rolled out (if supported by evaluation).	May 2004 Sep 2004 Oct 2004		Corporate Communications Director
Personnel Management 7.1 "A healthy, content and efficient workforce that contributes effectively to corporate aims and objectives"		See Section 4			



7 Information and Communications Technology (ICT) Based Service Delivery and Support Systems

The delivery of services through electronic means (E-Government) is a key issue for all Government organisations. We will work to introduce effective ICT methods of service delivery which improve the performance of the Service and are in line with national expectations.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Strategic Management 2.2 "Efficient and effective information systems and information technology enhance the decision making process"		7.1 Network Evolution. The contract amendment No 7 for Network Evolution was signed on 19 th Dec 03, with an implementation plan showing completion in June 04. On completion of this work all stations will be connected by high capacity Leased Lines with a priority mechanism for mobilising messages.	June 2004		Director of Finance/ ICT Manager
Local Expectations E-1. To move towards e-enabling Authority transactions as far as practicable within resources	BVPI 157 – The number of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery.	See Project 5.18 Currently 47%	68%		Director of Finance
E-2. To secure internal efficiencies by use of Information technology.		See 7.1 above			



8 Premises, Equipment and Supplies Fit for the Purpose Whilst Conserving Natural Resources

Our equipment, supplies and buildings need to be ready for use and reliable 24 hours a day. Through careful procurement and maintenance of equipment and buildings we are able to deliver the services the community needs. We will continue to manage and improve our environmental performance and contribute to local sustainability through measures such as reductions in harmful emissions, energy and water use and waste production.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Environmental and Sustainable Development Policy Env. 1. "Promote internally and externally the objectives of the environmental protection and sustainable development policy"		8.1 To implement a Travel Plan, specific to STC & evaluate application to all service premises, Involve all stations in the launch. Work with Travelwise to improve awareness and facilities.	July 2004		Service Support Manager
Env.2 "Set targets, allocate responsibility and resources and incorporate a monitoring and reporting process into the activities of all functions of the Authority"	LPI 36 Continue to develop the existing targets set by the MACC2 scheme & report back on progress quarterly to the Environmental Steering Group.	8.2 Monitor and report back quarterly through the year to the steering group.	5% reduction in CO ₂ , water, NOX		Service Support Manger
			10% reduction in Carbon Monoxide.		
	LPI 37/ BVPI 180 To quantify energy consumption in Service premises and set further targets for reduction		Dec 2004		
	LPI 38 - Accreditation of an environmental management system to either BS EN ISO 14001.		Oct 2005		Service Support Manager
LPI 39 (MACC2): To implement a Travel Plan, specific to STC and evaluate application to all service premises. Promote launch & implementation and involve all stations. Launch to coincide with National Bike to Work Week.		8.3 To extend the current supply of Green Energy to include all stations/ premises. Training of staff in the access & use of the Internet billing system.	July 2004		Service Support Manager
			Jan 2005		Service Support Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Env.3. "Actively involve the local community in working together towards sustainable development" Env.4. "Work with other organisations and interest groups on environmental protection and sustainability issues, in general, and develop partnerships on specific projects and initiatives"		8.4 Accreditation of the Environmental Management System to ISO 14001. Work with independent Auditors to achieve accreditation.	Oct 2004		Service Support Manager
Env.5. "Identify environmental and sustainable development objectives creating a measuring, monitoring and reporting policy to assess the impact of activities".		8.5 To integrate the LA21/ Environmental role with Health & Safety department. To compare the roles and determine any common areas, quantify & integrate.	March 2005		Service Support Manager
Operational appliances and equipment: 12.1. Fire appliances and operational equipment available within the brigade is able to satisfy normal operational requirements. 12.2 Research and development work to meet the brigade's needs is effective and does not duplicate that of other brigades and organisations 13.1 Personal Protective equipment provided by the brigade gives appropriate protection to those using it.		8.6 IRMP Action 31 - We will run a pilot scheme, at location(s) to be determined, in partnership with Mersey Regional Ambulance Service, where both services will co-respond to certain calls where someone is suspected of having a heart attack. Our firefighters will be equipped with defibrillators and be trained in their use. After 12 months, the pilot scheme will be reviewed to consider its success and whether it should be continued and extended to other areas of Merseyside. <ul style="list-style-type: none"> Agree protocols with Mersey Regional Ambulance Service. Consult FOA/FBU. Purchase Equipment. Train personnel. 8.7 Adapting Appliances to accommodate a diverse workforce within the constraints imposed by the availability of capital finance. <ul style="list-style-type: none"> Establish what needs to be adapted Determine the practicalities of what can be adapted Determine financial resources available and place orders for work. 	October 2004		Service Support Manager
			June 2004		
			Sept 2004		
			Oct 2004		Service Support Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)	
Operational appliances and equipment: 12.1. Fire appliances and operational equipment available within the brigade is able to satisfy normal operational requirements. 12.2 Research and development work to meet the brigade's needs is effective and does not duplicate that of other brigades and organisations 13.1 Personal Protective equipment provided by the brigade gives appropriate protection to those using it.		8.8 Design and procure a number of pumping appliances that will comply with the rescue/water pump concept and to determine the equipment and stowage each will carry. <ul style="list-style-type: none"> Determine design and what equipment is to be carried on each type of appliance. Determine stowage. Draw up specifications for appliances and procure (if capital available). 	June 2004		Service Support Manager	
		8.9 IRMP Action 25 We will site a foam unit at alternative location(s) staffed on a flexible basis, the location(s) to be determined by risk management. <ul style="list-style-type: none"> Consider options for purchase of vehicle and delivery systems for foam 	July 2004		Service Support Manager	
		<ul style="list-style-type: none"> Staffing and location of vehicle Accommodation SOP on use of vehicle and delivery system Procure vehicle 	Aug 2004 Oct 2004 Dec 2004 Jan 2005		Service Support Manager	
		8.10 IRMP Action 25 We will site a bulk water carrier at alternative location(s) staffed on a flexible basis, the location(s) to be determined by risk management. <ul style="list-style-type: none"> Source suitable vehicle for bulk water carrier Consider suitability of vehicle within water project Staffing of vehicle Location of vehicle Accommodation SOP on use of vehicle 	Aug 2004 Aug 2004 Sep 2004 Sep 2004 Oct 2004 Dec 2004		Service Support Manager	
		8.11 IRMP Action 26 We will reduce the number of aerial appliances we maintain from 5 to 4. These pan Merseyside vehicles will be sited at Southport, City Centre, Eccleston & Birkenhead. This may involve the removal from service of the aerial appliance currently located at Croxteth, although we are considering the potential for alternative staffing of this vehicle.				Service Support Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)	
Operational appliances and equipment: 12.1. Fire appliances and operational equipment available within the brigade is able to satisfy normal operational requirements. 12.2 Research and development work to meet the brigade's needs is effective and does not duplicate that of other brigades and organisations. 13.1 Personal Protective equipment provided by the brigade gives appropriate protection to those using it.		<ul style="list-style-type: none"> Consider proposal in conjunction with information from risk management Consider alternative staffing and duty system Method of recall to duty Use of CPP removed from N3 Mobilising instruction 	June 2004 Aug 2004 Nov 2004 Aug 2004 Nov 2004			
		8.12 IRMP Action 27 We intend to replace two of the four aerial appliances with combined pump platform appliances and these will form an integral part of our aerial appliance capability. It is unlikely that these vehicles will be obtained until 2005/06. We intend to locate one of these CPP appliances in Southport. The location for the other is yet to be determined.	March 2005		Service Support Manager	
		8.13 IRMP Action 47 We are reviewing our approach to attendance at secondary fires and it is our intention to pilot the use of targeted response vehicle (TRV). We will utilise the services two four-wheel fire service vehicles currently available within the service to provide a Merseyside wide response to rubbish and other secondary fires, at peak times. These vehicles will be staffed on an overtime basis initially from 1600 - 2200hrs each day, although these times may be subject to change. <ul style="list-style-type: none"> Identify suitable vehicle either 4 x 4 or procure new vehicle Staffing & pay for operation of vehicle Produce SOP for operation and use of vehicle Mobilising & time period of operation of vehicle Accommodation issues re-staffing vehicle 	May 2004 Jun 2004 Aug 2004 Sep 2004 Jul 2004		Service Support Manager	

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		8.14 IRMP Action 58 We will pilot the use of closed circuit TV on our fire engines as part of our approach to placing the safety of personnel at the heart of our response and we will pursue strong action against any individual who acts in an aggressive manner to our personnel. <ul style="list-style-type: none"> • Open consultation with FBU • Procure equipment for CCTV. SOP on use of equipment. and training. 	May 2004 Jul 2004		Service Support Manager
15.1 The supply of water is sufficient to meet firefighting purposes		8.15 To develop and introduce a process to ensure water can be supplied to large fires in sufficient quantities, given the reduction in mains water pressure <ul style="list-style-type: none"> • Introduce "Gold Standard Hydrants" in agreement with United Utilities. • Review P.D.A.s for areas with poor water supplies • Training for personnel on dealing with incidents with poor water supplies. • Rewrite S.O.P. ADM 0043 	June 2004 May 2004 Sept 2004 April 2004		Service Support Manager
Premises 16.1 Premises occupied by the Brigade are optimum to its needs		8.16 To develop the concept of a community fire station that can be used as the basis for the construction of a new build Fire Station and refurbishment of Fire Station. <ul style="list-style-type: none"> - Identify requirements of a community Fire Station - Draw up plans - Draw up schedule of construction and materials - Draw up criteria for refurbishment in existing station office. 	June 2004 Oct 2004 Oct 2004 Dec 2004		Service Support Manager
		8.17 IRMP Action 28 We intend, subject to the outcome of the public enquiry, to relocate our City Centre Fire Station from its current location at Canning Place to a new site at St Anne Street, Liverpool. Report to be produced	To be completed during 2005/6		Service Support Manager

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
		8.18 We will actively seek further partnership opportunities based upon the approach utilised for City Centre Fire Station <ul style="list-style-type: none"> - Value all service sites - Explore potential for partnership at Heswall - Make approaches to property companies to form partnership to develop site - Consider siting of fire stations in terms of risk and response. 	Sept 2004 Jun 2004 Sept 2004 Dec 2004		Service Support Manager



9 Corporate Governance and Legal Services

The Authority will continue to promote an ethos of integrity and high standards of conduct in all areas of activity of members and officers. We will provide and manage a decision making structure for elected members and promote and protect the Authority's interests and objectives in all areas of the law.

HMI/Local Expectation	Performance Indicator	Project / Activity	Targets 2004/2005	Target 5 Year	Responsible Officer (Department)
Leg1. "Minimise the diversion of important human and financial resources away from corporate objectives to time consuming and costly litigation or other disputes".	LPI 40 Undertake a sample audit of two personal, contract or Fire Safety enforcement files per month to monitor compliance with relevant legislation. LPI 41 Recovery of legally recoverable debts within 12 months of reference to litigation services.		2 files per month 90%		Director of Law
Leg2. "Assist the Authority in formulating legitimate ways in which the Authority can move towards attaining its corporate objectives"	LPI 42 The determination of all claims against the Authority within 90% of the claim value. Also Leg. 1 LPI 43 Provision of a legal update to CMT (and the Authority), in respect of political and actual legal developments on a quarterly basis. Also Leg. 1		100% 4 reports to CMT		Director of Law
Leg3. "Support the Authority in resisting challenges to its proposals, which, if successful, would reduce the Authority's ability to meet its corporate objectives"					
Leg4. "Bring about an effective decision making process for elected members of the Authority (which should also have a positive impact on the decision making process of officers of the Authority) and thereby provide a decision making framework in which the Authority's mission statement and corporate objectives can be effectively pursued"		9.1 To provide an electronic library of minutes of all meetings of the Management Board, the Authority and its Committees, to be accessible By all Members, employees and the public. 9.2 To achieve the North West Training Charter Award for elected Members. 9.3 Review of Democratic Services.	End of December 2004. March 2004 May 2004		Director of Law Director of Law Director of Law

Service Plan 2004/2005

freephone helpline: **0800 731 5958**

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